

2013

Communications Business Plan



City of Sugar Land

OFFICE OF COMMUNICATIONS BUSINESS PLAN

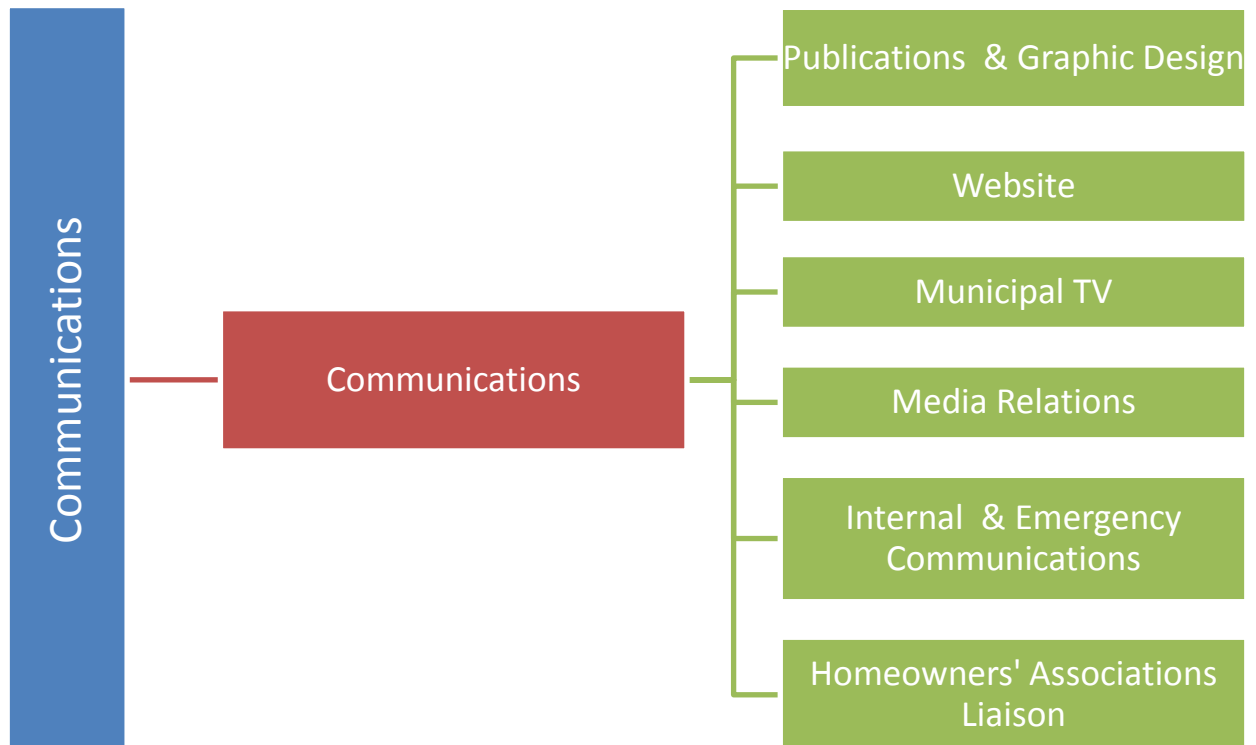
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OFFICE OF COMMUNICATIONS

2013 BUSINESS PLAN

FUNCTIONAL STRUCTURE



2013 PROGRAM OF SERVICES

COMMUNICATIONS

PROGRAM SUMMARY

Provide open, honest and easy access to city government to residents, media and the general public and provide accurate and timely information. Strive for transparency and excellence and encourage citizen understanding and participation in city government while increasing awareness and enhancing pride in the City's rich history, accomplishments, programs and services.

To facilitate and serve as a resource to City departments to manage their individual communication needs effectively and efficiently.

Support the Council and City management in planning, communicating and implementing programs, services and goals that promote and/or impact our overall quality of life, healthy economy, development, and the safety and welfare of our citizenry.

Service 1: Publications

Develop and produce community newsletter called Sugar Land Today, Annual Report and calendar; consult and assist other City departments in the development and production of their special publication needs including photography, brochures, posters, flyers and other design needs; assure proper use of City logo and Key messages.

Activity: Sugar Land Today

- Annually produce four seasonal community newsletters; average 12-16 pages of material plus other special publication inserts (such as Emergency Preparedness Guide, Water Quality report, Election guides, etc.)
- Develop issue plans with Directors based on management projects, Council action and citizen feedback and budget information; obtain city manager's approval of issue plan and develop with him the theme for his letter.
- Create original copy and edit copy provided by Directors.
- Manage editorial process, photography, design and layout and obtain other graphic elements as needed.
- Manage printer bid process to ensure value for City; work with printer to maintain production values.
- Maintain accurate number of copies needed along with postal requirements and process by regular consultation with Postmaster; bulk-mailed to all households and businesses within the corporate city limits.

- Make copies available to all employees, to departments for their use, HOAs and other community meetings, regional elected officials, City Hall visitors, Fort Bend Chamber of Commerce, area libraries and other City facilities. Also distributed by Economic Development to prospective businesses, developers and other interested individuals.

Activity: Sugar Land's Annual Report

- Develop, design and produce the City's annual report to be distributed in January at the annual State of the City event.
- Develop theme and timeline; coordinate creation of text including financial and department information; manage photography, graphics and design
- Manage printer bid process to ensure value for City; work with printer to maintain production values.
- Approximately 3,000 copies are printed and distributed to those attending the State of the City, key community leaders, HOAs, libraries, City Hall and departments for their use.

Activity: Annual Calendar

- Develop and produce one annual calendar mailed to all City residences and businesses each December; planning and development Sept-Nov; manage photography and graphics; and collect/edit calendar dates and important city contact information; design completed in November; printed and mailed by end of second week of December.
- Manage printer bid process to ensure value for City; work with printer to maintain high production values.
- Maintain accurate number of copies needed by regular consultation with Postmaster; bulk-mailed to approximately 28,000 residents and businesses; distributed at City Hall and other City buildings and individual departments along with other community locations including the Ft. Bend Chamber of Commerce, libraries, HOAs, City co-sponsored community events, local schools, etc.

Activity: Publications & Design Needs – Brochures, Pamphlets, Posters and Photography and other Special Projects

- Assist other departments in the development and production of various brochures, posters and other publications, some of which are produced regularly (e.g., 12 issues of Senior Sweet Notes) or occasionally (e.g., Partners Against Crime, recycling, annexation information, election information, etc.)
- Special Projects – Communications staff work closely with all City departments in developing print pieces, marketing materials and strategy for special projects and other special city events or needs. This may include anything from creation of special event logos to streetlight banners, lobby banners, posters, flyers, invitations, event programs, community displays, promotional items, recreation guidebooks, individual dept logos for water conservation, safety, etc.

- Update and redesign of publications such as the Emergency Preparedness Guide (Office of Emergency Management); Vendors Guide (Purchasing); CHAMPS employee brochure (Human Resources); traffic management brochure for residents (Public Works) and several environmental or “green” project publications (Transportation, Public Works).
- Consult, create, plan and implement other special projects as requested by City management or departments, e.g. 50th Anniversary sculpture, liaison with other community groups such as SL Heritage Foundation, History of SL Images of America book, Fort Bend County Library Mural project for Impact A Hero group, Ball Park art project, etc.

Activity: City Logo Oversight

- Assure the proper use of the logo in all published materials, reviewing, approving and managing any requests from business cards to t-shirts, advertising or other printed materials, elevated storage water tanks, etc., to protect the integrity of the logo and the City’s image.
- Create and provide templates, working with printer as needed, for City business cards, to maintain quality, consistency and adherence to City policy.

Activity: Photography

- Provide staff or other professional photographers and images to support all publication needs
- Provide photographic services for all City needs and major events

Service 2: Website

Manage the editorial content, design and redesign of the Website. Work with department Web administrators to ensure they all are trained in Web site administration and provide guidance on information presentation and development. Review and approve all Web pages and continue to build the Web site as a virtual City Hall with the most up-to-date city news and information, including easy accessibility and use of e-services. Provide e-newsletters and monitor web use for impact and best practices. Develop and monitor City Facebook pages, Twitter, Flickr, Youtube, Pinterest, Hootsuite and other social media tools.

Activity: Internal Training and Web page Oversight

- Train Web administrators on Web Content Management System; conduct at least one training class per year and provide individual training/consulting as needed
- Troubleshoot and fix or report problems with Web CMS (Content Management System) in a timely manner to Information Technology.
- Provide oversight and guidance for creating and maintaining department Web pages.

- Meet with employee web steering committee on a regular basis to address needs and ensure consistency and best practices.

Activity: External Website Development & Consulting

- Consult with enterprise departments (airport, economic development, tourism) on recommendations for website design, function and other best practices for departmental needs
- Work with IT and contractors as needed to help ensure department needs and functionality are met.
- Provide imagery, design and content review as needed
- Develop and assist in maintenance of Emergency Management external PIER site for all public safety emergencies and messages

Activity: Internal Website & Web Pages Development & Consulting

- Ensure departments are reminded to regularly maintain and update their respective pages.
- Provide guidance to each department's web administrator to effectively present departmental information, assisting with target audience and appropriate content. Review pages periodically and follow-up with suggestions when appropriate.
- Review/approve all Web site pages within 48 hours.
- Routinely check for functionality and broken links that inhibit easy use and accessibility.
- Continually review department content to address the usability, use of different technology, navigation and the visual aesthetics of the pages being created to adhere to the overall "look and feel" of www.sugarlandtx.gov.
- Manage and update Web templates for CMS.
- Update and monitor pages on a continuous basis throughout the Website and suggest new content and/or page updates or revisions, uploading to website.
- Monitor web administrators' timely changes to department Web pages, and assist when necessary.
- Update Web pages assigned to Public Communications (i.e., home page, events calendar page, Hot Topic section, News Release Page, About Sugar Land, SLtv16 / Press Room, etc.)
- Establish and manage web content committee.
- *Establish and facilitate web focus groups of employees or citizens.*

Activity: E-Services

- Work with IT and departments in the initiation or improvement of online transaction services for residents.
- Assure functionality with the Web site.
- Troubleshoot as needed with IT when residents are unable to access or initiate the service.

Activity: Web Tracking and Statistics

- Monitor Web traffic to evaluate and review how the website is being used by residents.
- Create and provide reports to departments as requested.
- Work with departments to improve traffic to Web pages.
- Produce monthly Web usage reports with Web tracking software; provide quarterly reports to Communications Director for distribution to executive team.

Activity: E-News Report and Web Marketing

- Design and distribute monthly E-News Report (e-mail subscription list containing summary of news releases).
- Work with Police on creation and distribution of monthly Crime Prevention e-newsletter
- Create HTML layout with links to direct traffic to the Web site.
- Evaluate departmental inquiries regarding new Web technology.
- Meet with departments to discuss ideas and clarify needs.
- Identify and initiate search for vendors offering solutions and technology to meet the needs of the department.
- Facilitate meeting between vendor, Information Technology Department and the requesting department to discuss scope, project time frame, costs and other various issues. i.e website redesign or special functions requested

Service 3: Social Media – Facebook, Twitter, Flickr, YouTube, Pinterest, etc.

- Ensure all City news releases, media alerts, emergency communications, events and notices are posted on official City Facebook page, Twitter and other identified social media tools; manage social media content for accuracy, up-to-date information and design needs
- Ensure all content adheres to City Social Media Policy and provide approvals for other department submitted materials
- Manage creation and scheduling of content via Hootsuite with department input including photography or video needs.
- Closely monitor all Facebook content, Tweets and other social media posts; refer to the appropriate department or person for response or resolution; if posts are deleted for inappropriate content, log all posts before deletion.
- Monitor multiple times daily for comments to ensure timely dispensation of information or questions for resolution; also notify Communications Director and Assistant Director of any new postings.
- Monitor Facebook development and technology changes and assist with city policy review, modifications and department requests for additional Facebook or other social media tool usage.
- Train designated department social media reps on proper usage and policy.

Service 4: Municipal Television

Broadcast government meetings; produce timely news briefs, informational videos about City programs and services; maintain electronic informational City and Community bulletin boards; provide backups for content disruption; create videos for internal use. And monitor media information on city-related news.

Activity: CITY COUNCIL AND PLANNING & ZONING COMMISSION MEETINGS

- Produce live Council and P & Z meetings (4X/month) operating cameras and character generator during meetings for live production & later rebroadcast
- Perform necessary post-production of meetings to provide rebroadcasts within 48 hours after the meetings; 2 Council and 2 P & Z meetings/month
- Post final meeting digital files to SCALA player and schedule for rebroadcast
- Broadcast 2-6 hours of meetings each day (including Fort Bend County's Commissioners Court Meetings and Fort Bend ISD).
- Production will include downloading to the proper software, deleting intermissions, adding electronic titles, enhancing presentations if needed, creating video introduction/conclusion sequences, etc.
- Train and supervise staff videographers/producers to perform identified tasks.

Activity: Posting other Government Meetings

- Work with local government designees to obtain recordings and *post Fort Bend County Commissioners Court and Fort Bend ISD meetings.*
- Perform necessary post-production necessary to ready the files for TV.
- Post final digital to SCALA for and regularly scheduled rebroadcasts.

Activity: Video Production

- Work with departments to identify opportunities for original programming or story ideas, which should result in two new in-house videos per month.
- Identify stories, develop and write script; shoot, produce and edit a newscast of 4-6 stories every two weeks, 5-7 minutes in length.
- Perform necessary post-production and effects for best presentation.
- Provide direction, writing, editing and facilitate approval of in-house video production.
- Produce 2-3 videos, promos or public service announcements per week.
- Work with departments to identify video public service announcements available through professional organizations, or create as needed and time available.
- Identify specifications for video cameras and related equipment and purchase needed equipment.
- Develop videos for internal use, as needed by staff.

- Identify and produce series of “ever-green” type videos that may be produced for regular rotation seasonally or during events such as emergencies, mosquito season, “brown” water incidents, etc., and update as needed.
- Post videos to SCALA player and schedule play-back.
- Send all produced videos to be posted on web to maximize information exposure.
- Videotape City events for stock footage and use as needed in newscasts or other City videos.
- Establish contacts with regional municipal channel professionals as a resource for best practices.

Activity: City & Community Bulletin Boards

- Plan for 30 minutes of original City and Community bulletin board material daily, rotated between scheduled programming of meetings, newscasts and other videos.
- Work with departments to update city bulletin board with current information on City sponsored events, programs and services, updating periodically to keep material fresh and posting within 24 hours
- Identify, solicit and post appropriate content from area government agencies, property owner and homeowner associations and qualified non-profit community groups to rotate on a timely basis.
- Update content at least weekly and monitor dates to ensure material meets 30 day rotation guidelines or event deadlines.
- Identify and format appropriate graphics for inclusion on both city and community bulletin boards.
- Manage design and technical needs for informational global crawls and selection of appropriate RSS feeds to provide most relevant and useful information for residents including timely news and business headlines, weather alerts, conditions and forecasts.
- Review and change music periodically, as appropriate.

Activity: Emergency and Urgent Community Notifications

- During EOC activations or significant interruption of city services or programs, SLTV16 content will be replaced with emergency notifications, videos and global crawls which will be regularly updated.

ACTIVITY: CONTENT DISRUPTION

To the extent possible, SLTV16 equipment will minimize disruptions of programming.

- Work with vendor and Information Systems to develop a contract providing for emergency service in the event of equipment failure.

- Make backup DVD copy of SLTV16 community bulletin board on weekly basis to use as needed.
- Work closely with IT department to ensure collaboration on technical and content needs.

Service 5: News Releases, Media Relations, Public Safety Communications & Citizen Survey

Facilitate and manage communications with the news media in communicating day-to-day city services and programs including police and fire public safety messages and all emergency communications needs. Provide information on emergency and urgent city service messages or interruptions to citizens as needed and during EOC activation. Provide media training and consulting to City staff. Also, manage surveying, tracking and assessing citizen opinions on City services and programs.

Activity: NEWS RELEASES

- Communications is the contact for all media inquiries
- Act as a consultant/counselor to management on topics or messages to be developed for news releases and other communication tools.
- Seek opportunities to publicize City achievements, programs and other initiatives to educate and inform residents and partner with departments to initiate; include key messages important to the City and branding efforts.
- Edit, approve and distribute news releases as drafted by departments, again, including key messages.
- Post news release to Website.
- Add copy to SLTV 16.
- Create and distribute E-News monthly.

Activity: Media Relations

- Communications is the contact for all media inquiries received by City personnel and all media requests are monitored and handled 24/7 by Communications Director and Assistant Communications Director.
- As appropriate, consult and advise management on topics to be addressed in the media.
- Act as internal consultants to department heads in development of media responses and appropriate city spokespersons. This would include acting as the City's spokesperson when requested by departments.
- Ensure inclusion of key messages.
- Respond in a timely manner to media inquiries and provide accurate information.
- Monitor media coverage and correct inaccuracies.

Activity: Public Safety/Emergency Messages and Response

- Work with police, fire and emergency management for development, approval and dissemination of all public safety news releases and messages and Blackboard Connect emergency notifications or urgent service changes or interruptions.
- Copy and communication plans/planning are identified and produced in partnership with each department
- Handle all copy writing, revisions and approvals with dept heads and Public Safety Executive Team member.
- Distribution of news releases and dissemination of information throughout other Communication department tools including SLTV16, website, e-police subscribers and SLT.
- Identify opportunities to publicize outstanding public safety achievements, new programs and other initiatives.
- Communications Director and Assistant Director are available **24/7** for any public safety and/or media needs.

Activity: EOC Activation and Urgent Community Service Interruption Notifications

- Counsel management on message development. Keep management updated on media coverage/citizen feedback via website, SLTV16 and emergency hotline.
- Staff Emergency Operation Center working with Incident Command & Policy Team
- Respond to media.
- Distribute time sensitive information to citizens in appropriate manner and tools including emergency, urgent or important service interruptions or changes via reverse notification messages
- Prepare news releases.
- Manage news conferences.
- Assure Communication staff is up-to-date in all emergency NIMS training and EOC procedures.
- Work with staff and Executive Team to prepare, record and distribute reverse notification messages, ensuring tool is appropriately used; notify departments, City Managers, and City Secretary staff of scheduled messages.
- Maintain City Emergency Message Line.

Activity: Media News Conferences

- Develop message strategy with management approval.
- Prepare news releases.
- Manage news conferences providing supporting materials when needed.
- Anticipate reporters' questions, and develop speaking points.
- Work with media on any needs or requests they have.

Activity: Internal Media Response

- Inform City officials of information provided to media.
- Provide City officials information regarding spokesperson and broadcast times.

Activity: Media Training

- Develop and present periodic media training to staff (police, fire, department heads or when specially requested by individuals or groups).

Activity: Citizen Satisfaction Surveys

- On a two-year basis (or Council-directed timeframe), manage the process and selection of vendor to track and survey citizen opinions on City services, programs, etc.
- Work with departments and executive team members to determine key issues to be tracked from previous reports along with new issues or questions identified.
- Develop questionnaire and preferred sampling methods.
- Assess and present findings to City Council, City managers and departments.

Service 6: Internal Communications

Provide support and tools to enhance communications with City employees, create and implement citywide communications plans on major City needs or initiatives, research and write public speeches as well as awards applications which assist in further recognizing the City's programs, services, accomplishments and key messages.

Activity: Creation of Communication Plans for Major City Initiatives

- Consult with City managers and departments on recommendations for creation of communications plans for any major city needs or initiatives such as annexation, bond or regular elections, 50th Anniversary, mobility, etc., creating and reinforcing key City messages in all communications
- Create communications plans incorporating all appropriate communication tools
- Estimate costs, create releases and other print collateral, provide photography, graphic design or whatever is needed to implement most effective plans
- Implement plan and act as consultant for all media response and needs throughout course of communication plans
- Provide feedback and measurement of communication initiatives as needed

Activity: Speeches

- Handle requests for speeches from Mayor and Council members
- Research and *write remarks and include key messages important to the City and branding efforts; provide in as timely a manner as possible to provide time for review and any needed revisions*

Activity: Photography

- Determine photography needs, if event should be photographed by Communications staff or freelance photographer
- Identify and contact freelance photographers for availability for events; process contracts and invoices
- Provide guidance to photographer during event
- Provide photo guidance to departments handling own photography and consult on photo needs

Activity: Award Applications

- Identify and manage potential award applications that will showcase the City's excellence in services and programming
- Coordinate award application ideas and content with departments and submit within deadlines.
- Annual Awards-
 - January- TCMA Texas City Management Association
 - February-IABC International Assoc of Business Communicators
 - March-
 - International City Managers Association (ICMA)-Professional awards & Program Excellence awards
 - April –
 - 3CMA -City-County Communications & Marketing Assoc(April & May deadlines) – Publications, Technology Service, Marketing Plans/Campaign, Newsletters, Special Events, Most Creative Activity w/ Least \$ Spent
 - PRSA-Public Relations Society of America
 - Government Finance Officers Association-GFOA (budget presentation)
 - TAMIO – Print (external &/or internal newsletter, Annual report, special publication), Marketing Plan/Campaign, Technological Services (web), Media Relations
 - May –
 - 3CMA (see above)
 - ADL - Anti-Defamation League - Community of Respect

- Texas Municipal League- PW/Public Improvement, Public Safety, Management Innovation, City-County Cooperation Award, Communications Program, City Spirit (May/June deadline)
- June-Forbes Top Suburb to Live Well
- August-Economic Development Awards (EDA)
- Other Awards- HBJ Houston Business Journal Awards; Texas Recreation and Parks Society (TRAPS) Award.

Activity: Key Messages

- Annually develop key messages/priorities that encompass issues of current citywide interests and priorities
- Coordinate key message development and approval with executive team and City Manager
- Ensure this information is included in whole or in part in all department and citywide communication programs and shared on SLIC
- Proactively deliver messages in all communication tools

Activity: Messages on Hold

- Update copy and recording for messages on hold twice per year in January and June to accommodate changing key messages or seasonal needs.
- Reminders with current message on hold copy are sent to all departments in January and June for their review. Departments are requested to update or revise messages which are sent back to Communications. Communications compiles all revisions ensuring key City messages are included and edited for conversational style and length.
- Outsourced professional voice talent is contracted to record messages which are edited and provided in the appropriate formats required for individual City facilities where they are used. Editing may be outsourced or done in-house considering costs, equipment, time and expertise of personnel.

Service 7: Homeowners Associations Liaison

Serves as the City's liaison for communication to all City homeowners and property management associations to ensure delivery of information on key programs, services and events impacting residents and homeowners groups.

Activity: Homeowner Association Meetings

- Conduct and manage City's Quarterly HOA meetings (3rd Thursday of January, April, July and October)
- Create agendas, schedule dates and speakers on current key City projects, programs, issues or events that impact neighborhoods.
- Maintain updated lists of associations and contact information.
- Build relationships with HOA and management association representatives to provide information, speakers, etc., to the city's HOAs, helping make government accessible and responsive to their needs.
- Ensure HOAs receive all news releases and community notifications to share with their residents. Provide additional information as requested for neighborhood issues or newsletters.
- Attend as many annual HOA meetings as possible to stay abreast of neighborhood issues, build relationships, emphasize interest and concern of the City to be responsive to our neighborhoods' needs. Provide and support staff & councilmembers' needs for materials, speaking points, etc. and have a communication staff representative available to speak and answer questions, as needed.

SERVICE LEVEL EXPECTATIONS

Program: Communications	
Service (Activity)	Service Level Expectation
Publications	
<i>Sugar Land Today</i>	95% citizens will receive SLT
<i>Annual Report</i>	Annual Report will be printed before SOC
<i>Annual Calendar</i>	95% citizens will receive calendar
<i>Special Publications, Brochures, flyers, posters, photography, etc.</i>	75% of special publications' requests will be filled
Website	
<i>Internal Training</i>	90% of new web admins will be trained per quarter
<i>Web Page Development & Updates</i>	New webpage designs and website updated daily
<i>E-news Services</i>	Citywide e-news & e-police distributed monthly
<i>E-News Report and Web Marketing</i>	Web activity tracked and reports created monthly
<i>Online Town Hall & other citizen surveys</i>	Assist departments in identifying and developing effective survey topics and questions to engage citizen input on important city issues or initiatives.
Social Media	
<i>Facebook, Twitter, YouTube,</i>	100% news releases & City events posted on social media tools; create monthly social media distribution calendar; all social media posts monitored daily and responded to as appropriate and as timely as possible.
<i>Flickr, Pinterest</i>	Post appropriate city and citizen-submitted images, updating on a weekly basis.
Municipal Television	
<i>Video Recording/Broadcasts of City Council & P/Z Meetings</i>	Meetings will be posted w/n 48 hours
<i>Rebroadcast other local Gov't Meetings</i>	Recorded meetings will be posted within a week (FBISD, FBC)
<i>Video Production</i>	Newscast will be created & aired every two weeks; other external and internal video needs filled as able.
<i>City & Community Bulletin Boards</i>	Content identified and BB slides updated each week
<i>Content Disruptions/Backups</i>	DVD backup recording will air w/n 24 hours of outage
<i>Emergency Notifications</i>	Urgent and Emergency notifications will be posted and updated in a timely manner to keep citizens informed
<i>Community Partnerships</i>	Identify and develop resources for community non-profit or public service opportunities to share video content

Media Relations/Emergency Communications and Citizen Survey	
<i>News Releases</i>	80% placement of news releases
<i>Media Response</i>	Respond to media calls/requests within 24 hours
<i>Public Safety Messages & Response</i>	Post public safety messages as requested or needed or requested by public safety departments
<i>EOC Involvement/Activation</i>	Staff EOC PIO position within 4 hours of activation
<i>Media Interaction Training</i>	Develop media training class annually and provide to departments as needed or requested
<i>Citizen Survey</i>	Developed and implemented every 2 years or per Council direction
<i>Emergency Radio Station</i>	Assist Emergency Management Dept. in identifying & programming appropriate emergency or public safety content.
Internal Communications	
<i>Citywide Communications Plans</i>	Create & implement key messages and communications plans for major City initiatives
<i>Speeches</i>	Prepared by requested date
<i>Key Messages</i>	Developed during first quarter of fiscal year
<i>Messages on Hold</i>	Create & update 2X/year (spring & fall)
<i>Photography</i>	Provided w/n week following assignment
<i>Award Applications</i>	Created & submitted by relevant deadline & department requests
Homeowners Association Liaison	
<i>Conduct Quarterly HOA meetings at City Hall</i>	100%
<i>Respond to HOA requests</i>	100%
<i>HOA meetings</i>	Attend annual or other scheduled HOA meetings as scheduling permits; provide staff or info as requested or needed by HOAs.